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CONTRACTOR PERFORMANCE ASSESSMENT REPORT (CPAR)

Nonsystems

Name/Address of Contractor:

Vendor Name: JACOBS TECHNOLOGY INC.

Division Name:

Street: 600 WILLIAM NORTHERN BLVD

City: TULLAHOMA

State: TN Zip: 373884729

Country: USA

CAGE Code:

Unique Entity ID (DUNS): 007923014 Unique Entity ID (SAM):

Product/Service Code: AH11 Principal NAICS Code: 541712

Evaluation Type: Interim

Contract Percent Complete:

Period of Performance Being Assessed: 03/31/2018 - 03/30/2019

Contract Number: EPC15008 **Business Sector & Sub-Sector:** Nonsystems - Science and Technology

Contracting Office: CINCINNATI PROC OPS DIVISION (CPOD) **Contracting Officer:** KEITH PFEFFER **Phone Number:** 513-487-2034

Location of Work:

US Environmental Protection Agency

109 T. W. Alexander Dr.

Research Triangle Park, NC 27711

Date Signed: 03/20/2015 **Period of Performance Start Date:** 04/01/2015

Est. Ultimate Completion Date/Last Date to Order: 03/31/2020 **Estimated/Actual Completion Date:**

Funding Office ID:

Base and All Options Value : \$79,200,487 **Action Obligation:** \$36,337,442

Complexity: High **Termination Type:** None

Extent Competed: Full and Open Competition **Type of Contract:** Cost Plus Fixed Fee

Key Subcontractors and Effort Performed:

Unique Entity ID (DUNS): **Unique Entity ID (SAM):**

Effort:

Unique Entity ID (DUNS): **Unique Entity ID (SAM):**

Effort:

Unique Entity ID (DUNS): **Unique Entity ID (SAM):**

Effort:

Project Number:

Project Title:

Research Laboratory Support for the EPA Office of Research and Development (ORD) at Research Triangle Park (RTP), North Carolina

Contract Effort Description:

This contract is for the primary use of the U.S. EPA, Office of Research and Development (ORD), Air Pollution Prevention and Control Division (APPCD) of the National Risk Management Research Laboratory (NRMRL), the Decontamination and Consequence Management Division (DCMD) of the National Homeland Security Research Center (NHSRC), the Human Exposure and Atmospheric Sciences Division (HEASD) of the National Exposure Research Laboratory (NERL), and the Atmospheric Modeling and Analysis Division (AMAD) of NERL. Certain services, such as the consolidated electronic and machine shops may be required to fabricate unique pieces of equipment that augment or adapt instrumentation for different uses or for various conditions, while the specialized analytical laboratories may develop or modify standard protocols as required to identify chemical compounds retrieved from air or diesel emissions.

APPCD's mission is to conduct research that will assist the EPA's research, regulatory, and enforcement organizations in developing and enforcing regulations. APPCD fulfills this mission by providing results of research studies in the areas of air pollution prevention and control.

DCMD's mission is to conduct decontamination and consequence management research with an emphasis on rapid and cost-effective cleanup and restoration of buildings and broad outdoor areas to support EPA's mission to respond to all-hazards contamination events. DCMD researchers seek to identify and develop optimal technologies and procedures for effective and efficient decontamination, disposal, and related activities while maximizing protection of decontamination crews, the general public, and the environment. They also investigate the dispersion and exposure potential of Chemical, Biological and Radiation(CBR)releases in indoor and ambient environments. DCMD works with EPA's program offices to develop

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and deliver reliable, responsive expertise and products based on scientific research.

HEASD conducts research in the general areas of atmospheric sciences and human exposure. Research is conducted to characterize exposures to chemicals across the whole exposure assessment paradigm, from source to the exposed person or receptor. Work is performed in the areas of source identification and characterization; transport, transformation, and fate of pollutants; atmospheric chemistry and physics; source apportionment; exposure measurements; biomonitoring; exposure/dose modeling; and methods development.

AMAD is responsible for the development, evaluation, and application of air quality simulation modeling. This research includes the conduct of fluid modeling studies in the Meteorological Wind Tunnel that are translated into numerical algorithms used by the Agency in support of the Clean Air Act.

Small Business Subcontracting:

Does this contract include a subcontracting plan? Yes

Date of last Individual Subcontracting Report (ISR) / Summary Subcontracting Report (SSR): 03/31/2019

Evaluation Areas	Past Rating	Rating
Quality:	Very Good	Very Good
Schedule:	Very Good	Very Good
Cost Control:	Very Good	Very Good
Management:	Very Good	Very Good
Small Business Subcontracting:	Very Good	Very Good
Regulatory Compliance:	Exceptional	Exceptional
Other Areas:		
(1) :		N/A
(2) :		N/A
(3) :		N/A

Variance (Contract to Date):

Current Cost Variance (%): Variance at Completion (%):

Current Schedule Variance (%):

Assessing Official Comments:

QUALITY: The contractor is highly proficient in the knowledge, skills and technical areas required to perform research under the contract. Quality of work often exceeds expectations and is usually good. The contractor provides insightful analysis and solutions to difficult problems. For instance, a successful field measurement campaign was completed with exceptional quality work resulting in very rich data. Additionally, one project needed a field test completed with short notice. The contractor did a great job with providing equipment and samples to the site in much less time than normally required. Further, minor findings from various safety audits have been abated in real time.

Report writing is adequate, although technical writing could be improved. There have been occasions noted in which the contractor has failed to maintain control over experimental variables. One area of concern was proper scientific documentation. This issue was improved during the performance period, but work completed prior to correction was inadequate, due to lack of documentation.

Additionally, during this performance period, some key contractor staff left and remaining contractor staff were required to cover additional work scope. However, the staff departures left a workforce gap that was not adequately back-filled during this period.

There were over 50 individual work assignments during this performance period, with some being exceptional and others satisfactory or even marginal. Overall, however, given the volume of work assignments and broad scope of work, the rating across the period was very good.

SCHEDULE: The nature of some work assignments dictate instant responses for a variety of situations. The contractual schedule performance was typically accomplished successfully, with only some minor delays. When delays occurred, the corrective action taken was effective, the EPA was kept informed of the status and alternate arrangements were made when needed.

The contractor experienced significant staffing changes during this performance period, which resulted in several schedule lapses and reasonable loss of institutional knowledge. The personnel issues were eventually remedied and the work schedules corrected back to an acceptable level. Occasional tardiness with deliverables or established deadlines did occur, but such instances were uncommon. Additionally, there were times where clear communication of a corrective action plan for deliverables were noted but lacked full follow-through.

Certain contractor staff that are highly competent appear, in some instances, to be stretched with heavy workloads, which can at times result in minor schedule slips for these high-performing contractor staff.

Overall, the great majority of project schedules were rated very good with just a few exceptional, a few more satisfactory and some marginal.

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COST CONTROL: The contractor is cost effective and projects are routinely completed on-budget. Cost forecasts are acceptable, and the contractor does a good job of forecasting the cost estimates of work assignments.

The contractor typically stays within budget and completes work in a cost-effective manner. As a result, work projects are typically completed at or below estimated cost. The contractor is efficient at fixing equipment on-site, and introduces cost-reducing measures whenever possible.

However, concerns were raised when a few contractor personnel were questioned about work output related to hours billed. A corrective action eventually led to staffing changes, which resulted in noticeable improvement. The great majority of projects were rated very good, with very few in the exceptional, satisfactory or marginal ratings.

MANAGEMENT: Contractor management routinely held informative and relevant meetings, and generally came prepared with updated information which facilitated progress in research. The contractor applied resources in an efficient manner, and tasks were typically completed smoothly. The contractor also did a good job dealing with complex issues associated with the Government shutdown in January 2019.

However, a change in management caused a difference in the number of hours being charged by upper management directly to the work assignments during this performance period. Some of these charges appeared excessive when compared against the value being provided by these charges.

Contractor management was generally available and responsive; however, there were instances in which Work Assignment Leaders (WALs) were not available or could have improved communication. As a result, concerns linger that staffing is not always sufficient for the needed work, although it is noted that recruitment is ongoing.

The majority of projects were rated as very good, with a few exceptional. However, it is noted that there was an increase in projects that were rated satisfactory, or even marginal.

SMALL BUSINESS SUBCONTRACTING: The contractor's small business subcontracting outreach was clearly made in good faith. The contractor exceeded its small business subcontracting goals, on both a "whole dollar" and "percentage" basis, for HUBZone, Veteran-Owned, and Service-Disabled Veteran-Owned concerns. Additionally, Women-Owned and total Small Business concerns were exceeded on a "whole dollar" basis only. Good faith progress was also shown for Small Disadvantaged Business concerns, although the goals for "whole dollar" and "percentage" basis were not met.

Improvement could be made on a "percentage of total subcontract" basis, as the contractor's 54.5% small business subcontracting figure fell short of its 70.0% goal.

Overall, however, the contractor is performing very well in providing subcontracting opportunities for various small business concerns, and no subcontracts management deficiencies were noted. Consequently, the contractor's performance for Small Business Subcontracting for this performance period is rated Very Good.

REGULATORY COMPLIANCE: While regulatory compliance is not a large component of this contract, there were zero (0) significant regulatory compliance issued noted during this performance period. This record demonstrates the contractor's exceptional performance in this rating area.

ADDITIONAL/OTHER: Generally, the contractor is responsive to EPA communications and requests, is available for meetings, and submits contractually required reports (i.e., monthly progress reports and invoices) on time. 60 days out, final billing has not been completed for the period ending 3/31/19, but this was previously noted as an area that needed improvement. Work plans have been routinely submitted on time. Requests requiring COR approval, such as travel, training and shared property have been made as contractually required. The contractor does an excellent job of adapting to administrative changes and has been very receptive to process improvements that make the contract operate more efficiently.

RECOMMENDATION:

Given what I know today about the contractor's ability to perform in accordance with this contract or order's most significant requirements, I would recommend them for similar requirements in the future.

Name and Title of Assessing Official:

Name: Keith Pfeffer

Title: Contracting Officer

Organization: CAD

Phone Number: (513) 487-2034 Email Address: pfeffer.keith@epa.gov

Date: 06/04/2019

Contractor Comments:

QUALITY: Thank you for EPA's rating. Jacobs is fully committed to delivering quality products and services using best practices and well-defined processes. Scientific documentation is a noted point for continued improvement and steps have been taken to train, refresh and audit for improvement. Employee retention is a key part of our core values and employee talent is a cornerstone of our success. The delay in Work Assignment releases at the beginning of the option and the Government Shutdown created unique challenges in both recruiting and

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retention. Continually improving all aspects of our business commits us to sustained superior performance.

SCHEDULE: Jacobs continues to work with the EPA Contract Officer's Representative and Work Assignment Contract Officer's Representatives to establish improved procedures to capture revised deliverable dates when schedules are impacted by factors beyond Jacobs control, such as denial of access to Federal facilities or research changes. The Government Shutdown created unique challenges in scheduling for all members of our collaborative research teams including our EPA Principle Investigators.

COST CONTROL: Thank you for the feedback. Jacobs is committed to continually improving cost control and efficiencies. In this option year, Jacobs has documented over \$376K in savings to the EPA created by innovations, increased efficiencies and further cost savings across the Research Laboratory Support contract.

MANAGEMENT: Jacobs appreciates the regular opportunity to meet with the Contract Officer's Representative and Work Assignment Contract Officer's Representatives (WACORs) to coordinate on any issues that arise so that they can be addressed promptly and effectively. We appreciate that WACORs would generally prefer to have direct interaction with all staff working on their projects. Jacobs has found that providing upper management support directly apportioned to the projects to which our operations staff are assigned provides better management and oversight of costs for our clients.

SMALL BUSINESS SUBCONTRACTING: Jacobs is committed to increasing small business utilization and meeting its goals over the course of the contract. Jacobs increased utilization of all categories of small businesses, with significant increases in Small Disadvantaged Businesses (from 10.4% to 11.0%), and Women-Owned (from 8.0% to 9.9%).

REGULATORY COMPLIANCE: Thank you for the feedback. Jacobs continually works to design and construct a safer and more sustainable environment for our clients and colleagues. We find that regulatory compliance with regard to OSHA, DOT, and North Carolina Department of Environmental Quality are an important and significant portion of the services we provide in collaboration with EPA's Safety Health and Environment group. Meeting and exceeding safety and environmental regulations are part of our focus on continual improvement of all aspects of our business.

ADDITIONAL/OTHER: Thank you for the feedback. We appreciate the ability to collaborate and communicate frequently with EPA staff in performing the important work we are doing together to provide solutions for a more sustainable world. We are seeing improvements in our final billing processes and will continue to drive for more success. Several of the highlights during this option year included:

- Technical support resulting in the publication of over 8 journal articles in publications and official government reports
- Continued collaboration with citizens and stakeholders studying transportation source generated air pollution using stationary and mobile emission monitoring techniques and deploying citizen-science air monitoring stations enabling online real-time reporting
- Technical support evaluating air emissions produced from various designs for residential heating appliances
- Provided scholarships to local Graduate Students engaged in high-quality environmental research aligned with the EPA Research Laboratory Support interests.
- Evaluation of the state of the art for low-cost air sensors to determine ambient air-pollutant concentrations
- Continuing to expand support for the growing National Center for Computational Toxicology database work
- Evaluation of decontamination procedures for Personal Protective Equipment and other materials in support of the National Homeland Security Research Center

CONCURRENCE: I concur with this evaluation.

Name and Title of Contractor Representative:

Name: CHRIS WINTERROWD

Title: Program Manager

Phone Number: 919-541-1847 Email Address: winterrowd.chris@epa.gov

Date: 06/14/2019

Review by Reviewing Official:

Review by Reviewing Official not required.

Name and Title of Reviewing Official:

Name:

Title:

Organization:

Phone Number: Email Address:

Date:

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